

ONE-STOP WATCH



The Future Is Partnership

The ideal One-Stop Center is universally accessible to anyone who is looking for work, training, or education, or who wants to hire valued employees. It focuses on achieving positive outcomes for its customers by offering them a wide choice of integrated services and information. The whole One-Stop process is efficient and cost effective because its managers and front line staff are continuously looking for ways to better serve

the customers. You may wonder if it is possible to achieve an ideal One-Stop Center when the organizations and programs that make up the Center differ in goals and objectives, funding cycles, eligibility requirements, application forms, reporting, administrative rules, and decision making structures. Yes, it is possible and achievable but you can't do it alone.

See **Future** page 6

Spotlight On:

Each edition of the One-Stop Watch will profile someone, suggested by the system, who is making an outstanding contribution to the One-Stop effort at the state or local level. Please send us your nominations with bios, pictures and descriptions of their achievements.

Sue Greenwood is the Director of three Workforce Development One-Stop Career Centers in Iowa. She has twelve years experience in the employment and training field, including the Directorship of the Iowa Valley Employment and Training Service Delivery Area (SDA). The SDA ran the Job Training Partnership Act (JTPA) program and the Job Opportunities and Basic Skills (JOBS) program. Most recently, she became the first Iowa SDA Director to assume responsibility for managing the Workforce Development One-Stop Career Center in her SDA as well as the Centers in two other areas. Earlier in her career Ms. Greenwood worked for the Iowa Department of Corrections designing and implementing educational and vocational programs.

Ms. Greenwood was the driving force behind the start-up of the One-Stop Centers she now directs. She says that it became apparent a few years ago that without One-Stops, the organizations devoted to workforce development would not survive.

Sue Greenwood



But if they all banded together, they could not only survive, but expand and enhance their services as well.

Her first approach in starting the process was to invite possible partners to a planning meeting. Although this had positive potential, the meeting quickly deteriorated when all the players brought individual turf issues into the discussion.

Her second approach, which has been extremely successful, was to form a group consisting of four "core players," - JTPA, the Community College, the Job Service and the Vocational Rehabilitation Agency. This planning group laid the foundation for the One-Stop and was soon joined by other partners in the community.

See **Spotlight** page 3

This is Your Newsletter

If you ever thought you were alone in the world of One-Stop and Labor Market Information - think again The *One-Stop Watch* quarterly newsletter is here to change your mind. This newsletter is a forum for One-Stop partners to let others know about creative funding, innovative partnerships, programs and projects that work, and hot topics that will add value to America's One-Stops. This newsletter is like a quarterly brainstorming session for exchanging information and ideas.

The catch is this - because this is **your** newsletter, it can only work if **you** get actively involved. So if you are working on a successful project that you would like to share with your colleagues across the country, send us a description...you just may find

See **Your Newsletter** page 2

One-Stops and Community Colleges

Just as the “three Rs” are fundamental to education, the “three Cs” – communication, coordination and collaboration – are essential to building strong partnerships. The three Cs do not come easily, and the building process can be arduous. However, in the case of the workforce development system partnering with Community Colleges, the whole is becoming greater than the sum of its parts. So say Mary Borell, Teresa Triplett, and Pam Walsh who are involved in One-Stop/Community College partnerships at the local level and who contributed to this article.

Jim McKenney, Director of Economic Development for the American Association of Community Colleges (AACC) had this to say about the partnership, “As the nation embarks on the creation of a national network of One-Stop Centers, Community Colleges are becoming an increasingly important partner.” In fact, many states already require the participation of Community Colleges as a prerequisite for the creation of a One-Stop. There are over 1100 Community Colleges in the country serving approximately six million students. Given these numbers, the case can certainly be made that community colleges are a critical link in the public workforce development network.

So, what are the benefits of a One-Stop/Community College partnership? A partnership provides a new environment in which the needs of the customer are the driving force behind all decisions. These collaborations allow the partners to avoid duplicating one another's services and concentrate more funds on providing increased and/or improved services to all their customers. Additionally, when Community Colleges and One-Stops work in tandem, front line staff from

each organization have the opportunity to work closely with their counterparts from the partner organization. The resulting staff level collaboration makes it easy for staff to learn about the entire array of services available for their customers.

In many instances, these partnerships improve the administrative systems of the partners who “come to the table” with different funding sources and reporting requirements. In making accommodations to fit into a new structure, they often improve their own processes.

Additionally, by working through differences and making needed changes, partner organizations become more

flexible and responsive to the customer. For instance, even though organizations may have similar customers, their definitions for common terms may not be the same. Therefore, the partners have to agree on a common language, which makes things simpler for the customers.

The customers of the One-Stops are receiving more and better services now than before the formation of these partnerships. More customers are choosing higher education from the menu of services available to them (which increases enrollment), and employers are being brought into the planning process and can bring their training needs to the attention of the providers.

The One-Stop/Community College partnerships benefit the partners and the customers as well as the entire community because they help to develop the local economy. The One-Stop Center is able to provide the college with “late-breaking” labor market news which the college can use to make adjustments in course content.

Partnerships between One-Stops and Community Colleges are customer

driven and easy to access. They help client customers find high-value jobs, they help employer customers find valuable employees and they save money all at the same time. Talk about a win-win situation. Yes, this partnership is a winner.

For more information call Mary Borell, Los Angeles Community College District, 213-891-2274 • Teresa Triplett, Southeastern Community College Whiteville, NC, 910-642-7141 • Pam Walsh, Brevard Workforce Development Board, Cocoa, FL, 407-504-2060 • Jim McKenney at AACC at 202-728-0200 (e-mail: jmckenny@aacc.nche.edu).★

Your Newsletter continued from Page 1

it in the next issue of the *One-Stop Watch*. Perhaps there is someone who has been instrumental in the success of your One-Stop who should be recognized nationally - let us know. Each edition will profile individuals who have made significant contributions to state or local One-Stops or in the Labor Market Information arena. If your organization has a newsletter of its own we would love to see it. Send us your newsletter or a specific article from your newsletter that you feel might be of interest to the One-Stop community. Also send us pictures and any suggestions you might have for articles to include in future issues of the *One-Stop Watch*.

For those of you who surf the 'net, soon you will be able to access the *One-Stop Watch* via the Internet on the ETA Homepage (<http://www.doleta.gov>). Plans are to make this newsletter an interactive tool to allow for participation from a wide range of individuals.

To send us a project description, information about a special individual, or to make suggestions and recommendations, please e-mail us at onestop@dtihq.com, call Gil Sanchez at 703-299-1652 or fax information to Gil at 703-706-0474.

Hard copy materials may be sent to:

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In her discussions of both starting and operating the One-Stop, Ms. Greenwood emphasizes flexibility. This is her watchword for everything she does, from the unwritten agreements between the partners, to having movable walls in the office to accommodate ever changing needs. Flexibility was paramount when giving the front line staff a chance to adjust to the new system and adjust they did. Staff from the partner organizations were cross-trained to provide basic services and then left to decide appropriate assignments based on preference and skills. Staff morale is higher than ever, since people are not only learning new skills but doing both what they like to do and what they do best.

Ms. Greenwood is now working with the Workforce Development Board to look ten years into the future and speculate about the needs of the business community. She acknowledges the major role Internet will play in workforce development, and also expects that One-Stop staff will be "teaching" employers how to write job notices to attract specific employees. Additionally, staff will be educating job seekers to use America's Job Bank (<http://www.ajb.dni.us>) and America's Talent Bank, (<http://www.atb.org>) helping them wade through job listings to come up with a gem.

What is the bottom line in Sue Greenwood's One-Stop Career Centers? The Centers reduced traditional operating costs while receiving a budget increase in total program funds available. To find out more about how she did it, contact Ms. Greenwood at 515-754-1400. ★



Reaching Out and Moving Forward

Job Corps and One-Stops

Last year, Mary Silva, the National Director of Job Corps, coined the slogan, "Reaching Out and Moving Forward", to encourage the Job Corps system to work more closely with other employment and training programs, employers, and their local communities. A major change is taking place in the employment and training arena that should help both Job Corps and One-Stops reach out and move forward. That change is the emergence of the One-Stop Career Center System.

At the National One-Stop Conference in Los Angeles, we were reminded that the intent of the One-Stop Career Center System is to round up the array of

By partnering with Job Corps Centers, One-Stops can provide referrals to the Centers and then provide participants with job placement and job search training services upon completion of the Job Corps program.

programs and integrate them in such a way that the delivery of services is seamless for both job seekers and employers. In one of the workshops, "Integrating Job Corps with the One-Stop System," panelists from Job Corps and One Stop discussed their experience in working together to provide quality training and employment opportunities for at-risk youth.

The Minnesota One-Stop and the Hubert H. Humphrey Job Corps Center in St. Paul have developed a win-win partnership to the benefit of the youth they

serve. The One-Stop refers at-risk youth from rural areas to the Job Corps Center for education and training. When the Job Corps enrollees have completed their programs, they are referred back to the One-Stop for post enrollment services such as job search training and job placement. Sarah Robinson at the Humphrey Center can provide you with additional information on the partnership.

Why are Job Corps/One-Stop partnerships so important? One-Stop Career Centers offer access to information and services of the Job Service, Unemployment Insurance, programs for people with disabilities, and all of the adult and youth programs under the Job Training Partnership Act (JTPA). In some locations, vocational rehabilitation, vocational education, housing programs, community college and other educational programs and services can also be found at One-Stop Centers. Job Corps offers a comprehensive array of services for at-risk youth, such as, occupational exploration, basic literacy skills, vocational training, work experience, and post-program placement. Coordinating the resources available through One-Stops and Job Corps helps to ensure that needed services are provided for disadvantaged young people who need education and/or training to become employable. One-Stop Centers can help the Job Corps through referrals of applicants, developing contacts with employers, and job development as well as serving as a vital source of labor market information. Job Corps can provide One-Stop Centers the benefit of a reliable resource for training and development of disadvantaged youth. So form your partnership today by *Reaching Out and Moving Forward*.

To find out more about linking Job Corps with One-Stop Centers contact Jan Gullledge, DOL Office of Job Corps, at 202-219-8550 (e-mail: gullledgej@doleta.gov) or Joe Hines, DOL Office of One-Stop, at 202-219-5943 (e-mail: hinesj@doleta.gov). Sarah Robinson at the Humphrey Center can be reached at 612-642-9029. ★



How Do You Measure Up?

Ensuring accountability is one of the biggest challenges facing One-Stop state and local partners as they move toward comprehensive service delivery systems.

To address this challenge, ETA has embarked on a national effort to develop a "menu of performance measures" for the entire workforce development system. Use of the measures, which will contain standard definitions, will be voluntary. Known as the Workforce Development Performance Measures Initiative (WDPM), this effort brings together Federal, state, local, business and community-based organization partners who represent a broad range of workforce development programs, services, and interests.

The WDPM partners serve either on the Policy Committee, providing leadership for the initiative, or on one of four workgroups representing distinct aspects of performance measurement,-- Efficiency, Outcomes, Customer Focus, and Continuous Improvement. The WDPM partners also serve on the National Stakeholders Forum. The Forum is a consultation strategy designed to facilitate communication between and among partners and stakeholders.

The WDPM has made a great deal of progress. The four WDPM workgroups developed a draft "menu of measures" during their April and May meetings. The Policy Committee met in July and concentrated on refining the eight workforce development goals identified, analyzing the draft menu of measures prepared by the four workgroups, identifying methods of obtaining review of the products by a

wide range of stakeholders and identifying implementation issues and strategies.

The draft menu of measures is a broad listing of potential measures in the areas of efficiency, outcomes, customer focus and continuous improvement. The goal of the workgroups will be to winnow their current list of 49 possible measures down to a utilitarian number. The Policy Committee has directed the workgroups to identify a "core" list of measures which, if used throughout the system, would provide a uniform set of comparable measures at national, state and local levels. In addition to the core, additional measures to be used at the local program level will be considered.

Some of the measures under consideration are familiar to employment and training and education professionals, such as Entered Employment Rate, Wage at Placement and Educational Attainment. Others such as Ratio of Integrated Dollars to Total Dollars (a possible One-Stop efficiency/integration measure) represent a new focus for the workforce development system.

During the upcoming workgroup meetings, in addition to winnowing and refining the menu of measures, the workgroups will be developing operational definitions, identifying data elements and further developing the continuous improvement model. The Policy Committee will meet in December or January to review the workgroups' efforts.

WDPM Initiative updates will appear in future editions of the *One-Stop Watch*. Also, updates and products resulting from WDPM activity will be posted on the ETA homepage (<http://www.doleta.gov>).

For more information, call Linda Coleman at (202) 219-8395 x186 or Jon Messenger at (202) 219-8680, x113; you may reach them both by e-mail at: pmi@doleta.gov. ★

One-Stop Evaluation Report Now Available

The evaluation report on One-Stop implementation is now available on-line. (<http://www.ttrc.doleta.gov/onestop/eval.htm>)

Developed by Social Policy Research Associates through field visits and extensive interviews of State and Local principals, this document provides a comprehensive look at this important employment and training initiative. The report includes information on:

- Guiding One-Stop Development: The State Role
- Building Local Partnerships and Governing One-Stop Systems
- Developing Appropriate Physical Facilities for One-Stop Operations
- Creating an Effective One-Stop Information Infrastructure
- Building Staff Capacity
- Financing One-Stop Services
- Marketing One-Stop Services
- Measuring Performance and Planning for System Improvements

See *Evaluations* page 5

One-Stop's Disability Initiative

Is your One-Stop Career Center accessible to people with disabilities? The spirit of the One-Stop system, particularly around the principles of customer satisfaction and universality, suggests that it should, and the Americans with Disabilities Act requires that public facilities and services be accessible to everyone. But how do you create an environment that is user friendly and accessible?

Rick Douglas, Director of the Disability Initiative at DOL, has some suggestions that should help you get started. Mr. Douglas points out that One-Stop Centers need to develop partnerships with organizations that are made up of members of the disability community. He urges you to contact non-profit agencies like the Centers for Independent Living, United Cerebral Palsy, Goodwill, and associations serving individuals who are blind and deaf. These organizations, and others like them, can be extremely beneficial to you as you plan and design your One-Stop operation. Later on, they will refer customers with disabilities to your Center.

"Get involved with your disability community early... develop partnerships with organizations that serve individuals with disabilities - they can help."



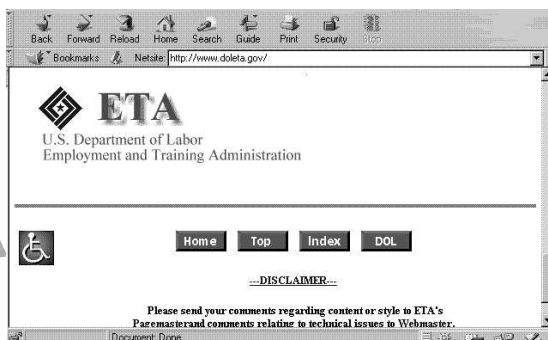
Rick Douglas is the Director of the DOL Disability Initiative

"Get involved with your disability community early... develop partnerships with organizations that serve individuals with disabilities; they can help"

There are activities underway that can help you make your center more accessible. Training and Employment Information Notice (TEIN) 27-96 outlines some of these. For instance, a self-evaluation guide is being developed to help you determine if your facilities and services are truly accessible and user-friendly to people with disabilities. States are looking to technology for solutions to ensure One-Stop Services are accessible to customers with disabilities. TEIN 27-96 and other information of interest can be found on the One-Stop Disability Initiative Section of the One Stop home page (<http://www.doleta.gov>) To get to the Disability Initiatives Section, go to "America's One-Stop Career Center System" homepage and click on "Services for Persons with Disabilities."

To find out more about the One-Stop Disability Initiative contact Alexandra Kielty at 202-219-5500, x125 (e-mail: kieltya@doleta.gov) or Dick Ensor at 202-219-8395 ext. 182 (e-mail: ensorr@doleta.gov). ★

Click here for more information...



Look for the wheelchair access symbol at the bottom of the ETA homepage (<http://www.doleta.gov>). Click on the symbol to find the latest information on the Department of Labor's (DOL) Disability Initiative. A wealth of related topics on Disability News, Employment Accommodations and other links of interest are available to help you learn more about what the DOL is doing to address disability issues.

Evaluation continued from Page 4

- One-Stop Services for Individual Customers
- One-Stop Services for Employers

The document also contains an Executive Summary and frames its summary and conclusions in terms of the four One-Stop principles - universal access, customer choice, integrated services and system accountability. The appendices, based on site visits to the 9 initial implementation States and 14 local One-Stop Centers, provide valuable system-building experiences and outcomes. The Government Printing Office (GPO) has forwarded hard copies of -this report to One-Stop grantees. Stakeholders and public interest groups will be provided copies by regional offices.

The key to One-Stop success is in forming effective local level partnerships among workforce development professionals and organizations. This first issue of the One-Stop Watch is focused on partnerships. It contains real life examples of partnerships that are helping to provide better services to customers. The Employment Service, Unemployment Insurance, vocational education, community colleges, vocational rehabilitation, and local non-profit organizations are joining forces and working together to furnish customers with a quality of service that would otherwise not be available.

In this newsletter you will read about One-Stop partnerships with Community Colleges, the Job Corps and programs for people with disabilities. If your One-Stop has developed a partnership that you would like to share, please call and let us know.



The Office of One-Stop has produced a brochure titled America's One-Stop Career Center System - Connecting to the Future which emphasizes that the future of One-Stops is in partnerships and positive public service.

To receive a copy of the brochure, contact your ETA Regional Office or call Gil Sanchez, DTI Associates, at 703-299-1652 (e-mail onestop@dtihq.com).



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